

<b>One Tower Hamlets</b>					
<b>Priority 1.1: Reduce inequalities and foster strong community cohesion</b>					
<b>Objectives:</b>					
<b>1.1.1 To reduce inequalities</b>					
<b>1.1.2 Foster strong community cohesion</b>					
<b>1.1.3 Provide strong community leadership and inclusive services</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1. Implement our Single Equality Duty embracing the six individual Equality Schemes.	Hafsha Ali / Francis Jones (Chief Executives)	31/03/2011	<b>On Target</b>	80%	Implementation of the Equality Act and new public sector duties is embodied in the Single Equality Framework (SEF). Progress against the objectives and activities within the Framework are on target. Preparations have been put in place to ensure that the Council is compliant with the bulk the Act which came into force in October. Plans are in place for further work with senior managers and Corporate Equalities Steering Group to prepare for the new public sector duties which are currently being consulted on and will come into force in April 2011. This will inform that continuing development of the SEF.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Comments</b>
Develop a new three year Disability & Gender Equality Schemes	Hafsha Ali / Francis Jones (Chief Executives)	31/05/2010	<b>Completed</b>	100%	The Disability Equality Scheme for 2010-13 was published in April 2010. New Gender Equality Scheme for 2010-13 has been produced and will be published by end October. The Scheme incorporates recent legislative changes, including a greater focus on cross equality strand issues and transgender equality.
Report on how the Single Equality Duty embraces socio-economic issues	Hafsha Ali / Francis Jones (Chief Executives)	31/05/2010	<b>Completed</b>	100%	An analysis of socio-economic disadvantage informed the identification of the Single Equality Framework priorities and is at the centre of the refresh of the Child Poverty strategy.
Strengthen the work programme of the Diversity & Equality Network to deliver the Single Equality Duty	Hafsha Ali / Francis Jones (Chief Executives)	31/10/2010	<b>On Target</b>	80%	A new Diversity and Equality Network structure has been designed and will be finalised with all members during October 2010. Once agreed this structure will form part of the proposed new delivery arrangements for the revised Community Plan and ensure greater accountability in delivery of the One Tower Hamlets objectives.
Streamline the Diversity and Equality Action Plan and link to the corporate monitoring process	Hafsha Ali / Francis Jones (Chief Executives)	31/03/2011	<b>Completed</b>	100%	The Single Equality Framework replaces the Diversity and Equality Action Plan and is more focused on delivery of a small number of cross cutting priorities. Other activities to promote equalities which are outlined in each Equality Scheme are now embedded within existing service and Directorate plans and monitored through those processes.

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Activity	Lead Officer	Deadline	End Year Status	%	Comments
2. Refresh the Council's community leadership role to build on the Council's vibrant local democracy.	Hafsha Ali / Francis Jones (Chief Executives)	31/03/2011	On Target	75%	A refreshed approach to the Council's community leadership role is emerging from a number of programmes of work spanning across the CE Directorate. The review of Scrutiny under a Mayoral model, the development of the Citizen Engagement Strategy, the delivery of the One Tower Hamlets Fund and introduction of the One Tower Hamlets Tool. This will be pulled together and strengthened through the new One Tower Hamlets Service.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a programme of work with partners to embed further One Tower Hamlets in services	Hafsha Ali / Francis Jones (Chief Executives)	31/05/2010	Completed	100%	One Tower Hamlets Tool has been developed and piloted with Major Planning Team, Family Intervention Programme and Localisation Programme. Feedback from the pilots has informed a redraft of the Tool which will rolled out across the Council in autumn 2010 and overseen by the Corporate Equalities Steering Group.
Build into Member induction, the equipping of councillors to be more effective community leaders	Hafsha Ali / Francis Jones (Chief Executives)	31/05/2010	Completed	100%	All elements of Member induction programme complete.
Develop and implement scrutiny programme which embraces both external partners and has local focus	Hafsha Ali / Francis Jones (Chief Executives)	31/07/2010	Completed	100%	The Overview and Scrutiny Work Programme was agreed by the Committee in September 2010. The majority of the review projects have begun and updates provided to the Committee on a bi-monthly basis. The work programme will be reviewed following the Mayoral election to ensure it remains relevant. A number of LAP Steering Group Members have been co-opted onto Scrutiny Working Groups. LAP Members also continue to be invited to review meetings where element of resident consultation is useful and this is helping raise the profile of scrutiny amongst local residents. The Scrutiny Review on 'Holding the Mayor to Account through Scrutiny' is also considering on how to further develop local scrutiny. This review is expected to be completed in November 2010.
Deliver mayoral referendum 6th May 2010 and, subject to outcome, restructure executive and member support and/or hold mayoral election	Hafsha Ali / Francis Jones (Chief Executives)	28/02/2011	On Target	40%	The Mayoral referendum was delivered and the Mayoral election was held on 21st October. Consultation on the restructure of executive and member support will commence in November 2010.
Partnership to embed Duty to Involve statutory guidance	Hafsha Ali / Francis Jones (Chief Executives)	31/03/2010	On Target	50%	The joint citizen engagement strategy is on track for delivery by November 2010. There are a number of action learning projects taking place to inform the development of the strategy. These include Community Champions, opportunities for volunteering, patient engagement in commissioning of health and social care and reviewing local governance arrangements. The Senior Officer Steering Group has been set up to have oversight of the strategy development process and review findings of the pilot projects.
Deliver Community Leadership grants programme	Hafsha Ali / Francis Jones (Chief Executives)	31/03/2010	On Target	50%	Tender process for programme provider completed (April 2010) 31 beneficiaries selected at assessment panel (April 2010) Programme being delivered by CEMVO and SOAS (University of London) Programme to be completed by April 2011

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<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>End Year Status</b>	<b>%</b>	<b>Comments</b>
3. Review and implement the Communications Strategy and strengthen the coordination across the Council of communications activities, where possible linking coordination of communications with the Partnership	Takki Sulaiman (Chief Executives)	31/01/2011	<b>On Target</b>	60%	Delivery of the strategy is dependent on the consolidation of the communications functions. A draft strategy has already been produced.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Comments</b>
Agree Communications Strategy	Takki Sulaiman (Chief Executives)	30/04/2010	<b>Delayed</b>	60%	As above
Refresh and introduce key communication policies	Takki Sulaiman (Chief Executives)	30/09/2010	<b>Delayed</b>	60%	As above
Develop a Tower Hamlets marketing strategy with partners in preparation for Olympics in 2012, scoping report approved	Takki Sulaiman (Chief Executives)	31/01/2011	<b>On Target</b>	0%	Task is being redefined as communications will be delivering the Olympic Unit's external communications strategy.
Review council-wide corporate communications standards and implement monitoring process	Takki Sulaiman (Chief Executives)	31/10/2010	<b>Completed</b>	100%	Report submitted and agreed by CMT on 13/7/10. Actions to be implemented via community strategy consolidation of the communications functions.

<b>Priority 1.2: Work efficiently and effectively as One Council</b>					
<b>Objectives:</b>					
<b>1.2.1 Ensuring value for money across the Council</b>					
<b>1.2.2 Recruiting, supporting and developing an effective workforce</b>					
<b>1.2.3 Providing effective and joined up corporate services to ensure the delivery of Council priorities</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>End Year Status</b>	<b>% Comp</b>	<b>Comments</b>
4. Implement the Workforce Plan to meet the Council's strategic resourcing needs including actions arising from the Council's Workforce to Reflect the Community Strategy and Action Plan	Simon Kilbey (Resources)	31/10/2010	<b>Delayed</b>	75%	Content for the HR and WD Strategy, including aims, objectives and targets, is currently being finalised for CMT to approve in December 2010.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
HRIP - delivery of resourcing processes/team	Simon Kilbey (Resources)	30/04/2010	<b>Completed</b>	100%	People Resourcing Team have implemented i-Grasp, the key stage in making process improvements for recruitment activity. Average time taken to recruit is 58 days compared to the target of 90 days.
Detailed strategic actions and milestones to be agreed by Transformation Board	Simon Kilbey (Resources)	30/04/2010	<b>Completed</b>	100%	HRIP related actions and milestones signed off by Transformation Board.
Workforce to Reflect the Community report to Cabinet, to provide 2009/10 review of outcomes against targets	Simon Kilbey (Resources)	31/10/2010	<b>On Target</b>	50%	The Council runs an extensive programme of schemes aimed at providing its community with work-based experience and long-term employment opportunities. This programme has successfully supplied considerable talent to the organisation. The programme is currently been reviewed in relation to future requirements and needs.
Cabinet to agree the 2010/11 Workforce to Reflect the Community Action Plan and Targets	Simon Kilbey (Resources)	31/10/2010	<b>Delayed</b>	50%	Reports submitted to CMT in May 2010 and September 2010. It will be presented to Cabinet once availability of funding for future activities has been confirmed. Action Plan to be considered by LAB on the 24th November.
HRIP - delivery of new HR admin processes and resource savings	Simon Kilbey (Resources)	31/10/2010	<b>Completed</b>	100%	New HR and WD Service to be in place from 1 November 2010 as agreed by Transformation Board as a rolling programme.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
5. Deliver the Efficiency Programme	Chris Naylor / Alan Finch (Resources)	30/11/2010	On Target	75%	Directorate Service improvement proposals have been presented and received through the LAB SARP process as timetabled.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Identify additional efficiency projects for 2011/12	Chris Naylor / Alan Finch (Resources)	30/06/2010	Completed	100%	Completed through Service Options Review process.
Achievement of planned efficiencies for 2010/11 reported to Cabinet on a quarterly basis	Chris Naylor / Alan Finch (Resources)	31/03/2011	On Target	50%	Basis for monitoring and reporting agreed. Milestone will be completed at the end of the year.
Identify additional efficiency projects for 2012/13	Chris Naylor / Alan Finch (Resources)	30/11/2010	On Target	90%	Completed, subject to confirmation of targets following Spending Review announcement
Confirm the final Efficiency Programme for 2011/12	Chris Naylor / Alan Finch (Resources)	30/11/2010	On Target	75%	Milestone will be complete by the end of the year in line with the agreed budget process timetable.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
6. Develop an asset and capital management strategy to enable the Council's assets to be utilised in the most effective way	Aman Dalvi (Development and Renewal)	31/03/2011	On Target	90%	The first draft strategy and project programme has been prepared.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Review the 15-year Capital Strategy and identify the funding requirement for capital investment in LBTH from 2011-2026	Aman Dalvi (Development and Renewal)	31/01/2010	On Target	85%	The 15 Year Capital Strategy is being updated to incorporate the latest available information on funding requirement going forward. The report is on course to be delivered by January 2011.
Pilot study covering LAPs 3 & 4 completed	Aman Dalvi (Development and Renewal)	30/06/2010	Delayed	40%	Pilot has been switched to LAPs 1 & 2 to align with the localisation work. Revised deadlines will be agreed due to dependency on localisation work.
Asset Strategy (including implementation plan) approved	Aman Dalvi (Development and Renewal)	31/03/2011	On Target	30%	Draft under preparation - to be considered by Asset Management Board in October.
Three year rolling disposal programme for surplus property approved	Aman Dalvi (Development and Renewal)	30/09/2010	Delayed	80%	Delays due to scheduling of Cabinet dates and impact of Mayoral election. A draft programme has been produced and will be presented to Cabinet later this year with a view to final approval as part of the budget setting process in Feb 2011.
Action Plan adopted by Asset Management Board for further improvements to use of assets	Aman Dalvi (Development and Renewal)	30/06/2010	Completed	100%	Plan approved by Board in June 2010.
To further improve use of benchmarking across the Council by embedding the NAPPMI benchmarking scheme	Aman Dalvi (Development and Renewal)	31/03/2011	On Target	50%	Considerable progress has been made in benchmarking. This will move to 100% once we have two years data and can objectively measure progress
Activity	Lead Officer	Deadline	Status	% Comp	Comments
7. Deliver the Local Priorities Programme	Alan Finch (Resources)	30/09/2011	Completed	100%	Improved monitoring in place from 2010/11.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	

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Improve quarterly monitoring of spending against the capital programme by establishing "One Version of the Truth" for delivery and funding programmes, September 2011

Alan Finch (Resources)	30/09/2011	<b>Completed</b>	100%	Improved monitoring in place from 2010/11.
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Activity	Lead Officer	Deadline	Status	% Comp	Comments
8. Develop the Council's Transformation Programme so that it fully supports, at all levels and across all directorates, the vision of a leaner, more flexible and citizen-centred Council and the achievement of a balanced three budget strategy for 2011/12 - 2013/14	Chris Naylor (Resources)	31/12/2010	On Target	50%	Council-wide Transformation Programme mobilised and development of programme due at the end of November through sign off of Programme Definition Documentation.
Milestone	Lead Officer	Deadline	Status	%	
Vision and Values launched	Chris Naylor (Resources)	30/04/2010	Completed	100%	Vision and Values Group launched, governance and forward plan in place and progress tracked regularly and on track. Decision making effective and timely.
Transformation toolkit rolled out	Chris Naylor (Resources)	30/04/2010	Completed	100%	Transformation toolkit developed, templates in place and transformation programme managers training started. Knowledge transfer continues throughout the timeline of the programme.
Transformation Options appraisal concluded	Chris Naylor (Resources)	30/06/2010	Delayed	75%	Service Options Review signed off and agreed. Programmes established and mobilised. Savings targets agreed and programme is now in design phase. All Programme Definition Documentation is planned for sign off by the end of November. LAB SARP process for all programmes completed by end of November.
Options refinement	Chris Naylor (Resources)	30/11/2010	On Target	75%	All Programme Definition Documentation is planned for sign off by the end of November. LAB SARP process for all programmes completed by end of November.
Draft budget proposals and strategic plan	Chris Naylor (Resources)	31/12/2010	On Target	0%	Subject to spending review and budget making considerations.
Three year budget strategy approved	Chris Naylor (Resources)	31/03/2010	On Target	0%	Robust officer and Member process in hand. Subject to spending review and budget making considerations.
Online renewal of residents parking permits and submission of parking representations	Bryan Jones (Communities, Localities & Culture)	31/12/2010	Delayed	70%	The Project for the new Parking ICT system was delayed due to legal issues. These are now close to resolution and the phases within the project have been rescheduled to minimise further delay. Online renewal of parking permits will be implemented in January 2011. All systems development for Parking Representations will be completed in March 2011.
Real-time payments for Parking Fines, October 2010; CCTV images available online, December 2010	Bryan Jones (Communities, Localities & Culture)	31/12/2010	Delayed	75%	The Project for the new Parking ICT system was delayed due to legal issues. These are now close to resolution and the phases within the project have been rescheduled to minimise further delay. CCTV images online will be delivered March 2011.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
9. Implementation of the customer access service delivery improvements outlined in the Channel Strategy	Claire Symonds (Resources)	30/09/2010	Delayed	80%	Good progress being made across all strands. Switchboard integration completed successfully. Integration of strategy into strand of Transformation Programme. Dependences on other projects and programmes re: shaping this programme of work.
Milestone	Lead Officer	Deadline	Status	%	
Review of role of manual switchboard completed	Claire Symonds (Resources)	30/09/2010	Completed	100%	Completed.
Action plan agreed on shape of Revenues and Benefits Services including ICT roadmap	Claire Symonds (Resources)	30/09/2010	Delayed	80%	Final Mouchel report received. Further development of Action Plan required prior to implementation after detailed digestion of changes proposed to Housing benefit processes following Comprehensive Spending Review.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
10. Review of Financial Management Arrangements – Stage 2: Building customer support and business partnering arrangements so that the Finance service supports the authority through tighter public spending	Chris Naylor (Resources)	31/03/2011	On Target	50%	Following a baseline exercise to establish current position of business partnering and research into best practice in other local authorities and private sector, a programme of business partner learning and development interventions has been developed and the first stage begins in October. The interventions are designed to be appropriate to the different levels of business partnering activities carried out by staff in the Finance Family. The first interventions will be reviewed for effectiveness and subsequent activities modified if needed. All staff in the Finance Family have been briefed through the communication "Count on It" and a bite-size learning session has also been held.
Milestone	Lead Officer	Deadline	Status	%	
Rollout Budget Monitoring solution to all Directorates	Chris Naylor (Resources)	31/03/2011	On Target	50%	Initial changes implemented. Process mapping work has identified opportunities for further improvements subject to a separate business plan.
Complete rollout of R2P system to all Directorates	Chris Naylor (Resources)	31/05/2010	Completed	100%	Roll out completed as per agreed timetable.
Implement Phase 2 - building the capacity of Finance for business partnering	Chris Naylor (Resources)	31/03/2011	On Target	50%	Partially completed. Business partnering training is being rolled out across the finance family. Process changes will follow from the budget monitoring business case.
Strategy for replacement or upgrade of Financial Information System	Chris Naylor (Resources)	31/03/2011	On Target	75%	Subject to decisions on the Information Management Strategy, definition of requirements are in hand.



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<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
11. Continue to robustly manage performance across the Council and strengthen Partnership performance	Louise Russell (Chief Executives)	31/03/2011	<b>On Target</b>	75%	The Performance Management and Accountability Framework (PMAF) is being reviewed and strengthened to ensure robust performance management.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Comments</b>
Streamline performance monitoring and reporting, including review of Excelsis system	Louise Russell (Chief Executives)	30/11/2010	<b>Completed</b>	100%	A report reviewing and proposing changes to streamline the PMAF was presented to CMT in August. A number of recommendations including streamlining of business planning arrangements and the ceasing of bi-monthly monitoring of Strategic Indicators were approved and implemented. Further recommendations concerning the development of an accountability framework involving powerful public, peers and partners are being developed and PRG is regularly updated. Given the changing context nationally, it is likely full changes will be presented to CMT in the new year.
Establish arrangements for the refresh of the Community Plan and development of next round LAA (or any successor)	Louise Russell (Chief Executives)	31/03/2011	<b>On Target</b>	50%	Provisional outcomes and objectives have been developed and on schedule.

<b>A Great Place to Live</b>					
<b>Priority 2.1: Provide affordable housing and develop strong neighbourhoods</b>					
<b>Objectives:</b>					
<b>2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing</b>					
<b>2.1.2 Provide decent homes in well designed streets and neighbourhoods</b>					
<b>2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</b>					
<b>2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
12. Deliver a new build programme both by the Council (BBF) and with partners to reduce overcrowding	Jackie Odunoye (Development and Renewal)	31/03/2011	<b>On Target</b>	50%	LBTH produces the highest number of new affordable homes in the country. The target will be met over the 3 year period but there will be peaks and troughs.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Complete Rd1 Council House building programme (BBF) & develop Rd2 to HCA deadlines	Jackie Odunoye (Development and Renewal)	31/03/2011	<b>On Target</b>	50%	Round 1 start on site was achieved in September 2010 and will be completed March 2011. Round 2 - the scheme is currently being redesigned as the original scheme had to be switched as the site was considered inappropriate to develop, this tranche will be completed by March 2012 as per HCA grant conditions.
Agree the Tower Hamlets Borough Investment Plan of priority schemes with the HCA	Jackie Odunoye (Development and Renewal)	30/06/2010	<b>Completed</b>	100%	This document was completed and submitted to the HCA.
Deliver 1688 affordable homes	Jackie Odunoye (Development and Renewal)	31/03/2011	<b>On Target</b>	15%	The original target of 1,688 has been negotiated with the GLA to 1,287. Last year this was exceeded. However, the development pipeline forecasts 920 new affordable homes to be delivered in this financial year. As expected there will be peaks and troughs during the delivery period.
Identify Masterplan design options & develop planning application for Masterplanning process for Malmesbury & Birchfield estates	Jackie Odunoye (Development and Renewal)	31/12/2010	<b>On Target</b>	50%	Masterplanners and viability consultants are on board and have been consulting residents over the summer months and have presented masterplan options to Cllrs and senior managers. These are currently being finessed to take account of Cllrs comments before resuming resident consultation after the Mayoral pre-election period. Due to the pre-election period the programme has been extended to March 2011. Planning applications will be made in January.
Agree start on site for Local Homes Initiative Scheme	Jackie Odunoye (Development and Renewal)	30/09/2010	<b>Delayed</b>	50%	The THCH LHI were on on site in September 2010. Poplar HARCA David House is not on site and currently it is not possible to predict a start date as the scheme is reliant on HCA grant funding, however it remains possible for this to be before the end of the financial year.

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13. Strengthen RSL partnership working to i) Secure private and public investment to deliver a supply of new affordable housing and ii) improve standard and quality of housing management	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	80%	The Borough has adopted a new way of working with RPs which will enable improved outcomes.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Review each RSL on a quarterly basis to assess their development programme and management progress, quarterly June, September, December 2010 and March 2011	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	50%	The Affordable Housing Team has met with a number of RSLs as have the Strategic Housing Team. We will seek to further refine this process further as we develop preferred partnership arrangements.
Launch RSL Preferred Partner Scheme	Jackie Odunoye (Development and Renewal)	31/07/2010	Completed	100%	Completed.
Review the performance of RSLs in conjunction with Tenants Services Authority against the agreed preferred partner scheme	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	70%	RSLs will report local standards to the TSA in Oct 2010. An agreed action plan for Housing Management is still being finalised.
Produce 6 monthly report on RSL progress to Housing Strategy Programme Board	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	50%	The refreshed Housing Strategy went to Cabinet in July for information. The new update date for the project board GPtL is Nov 2010.

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14. Achieve 2-Star Audit Commission Inspection with Tower Hamlets Homes to unlock resources to deliver Decent Homes.	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	80%	The borough has all its inspection readiness checks in place, and will continue with this programme up to inspection.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Audit Commission inspection of THH	Jackie Odunoye (Development and Renewal)	30/11/2010	On Target	80%	The borough has undertaken an inspection readiness check, led by an Audit Commission Consultant, and this has highlighted areas for improvement which are now being actioned.
Monthly review of progress against THH 2010/11 Delivery Plan	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	50%	This is checked monthly by the Client team.
Quarterly strategic review and agreement of variations/additions to performance outputs, May, August, November and February 2011	Jackie Odunoye (Development and Renewal)	28/02/2011	On Target	50%	This is checked by the Client team, and reported to the monthly Operational meeting.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
15a. Reshape major estate renewal projects with key partners: <b>Blackwall Reach</b>	Chris Worby (Development and Renewal)	31/03/2011	Overdue	50%	Procurement and planning workstreams continue. An early stage for a project with estimated completion 2020.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Submit planning application	Chris Worby (Development and Renewal)	31/10/2010	Overdue	20%	Preparation work ongoing, but refined planning strategy now means outline planning application programmed for Q4 2010 (February), and detailed in Summer 2011.
Select development partner	Chris Worby (Development and Renewal)	30/11/2010	On Target	50%	Competitive dialogue continues, selection still on target for Nov 2010 with bidders final submissions October, but approvals inc. HCA/Treasury to follow at a later date.
Start on site	Chris Worby (Development and Renewal)	31/03/2011	Overdue	0%	Start on site now anticipated to be late 2011, due to revised planning strategy and to allow necessary approvals by HCA and Treasury.

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15b. Reshape major estate renewal projects with key partners: <b>Ocean Estate</b>	Chris Worby (Development and Renewal)	31/12/2010	On Target	80%	East Thames/Wates have now presented revised proposals to reshape the profile of refurbishment works delivery. Regeneration Team are reviewing prior to making recommendations to Corporate Director.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Commence main refurbishment programme	Chris Worby (Development and Renewal)	31/08/2010	Completed	100%	Main Refurbishment contract is now underway, with the first instalment of the Council's capital contribution paid to East Thames as required by the Principal Development Agreement.
Complete demolition of area E Blocks	Chris Worby (Development and Renewal)	20/09/2010	Delayed	50%	Risk of Judicial Review to the planning approval delayed the scheme contract from going unconditional which determined the contractors willingness to undertake demolition work without this level of comfort. Demolition work has been underway since August and will be completed by Dec 2010.
Commence New Build Programme area E	Chris Worby (Development and Renewal)	31/12/2010	On Target	50%	On target, demolition work due to complete in December 2010.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
15c. Reshape major estate renewal projects with key partners: <b>Cottall Street</b>	Chris Worby (Development and Renewal)	31/03/2011	Overdue	20%	On target to deliver land disposal to East Thames/Poplar HARCA and outline planning application by March 2011, following the formulation of a revised scheme brief and timeline for delivery presented by LBTH in July 2010 and formally accepted by the partnership in September 2010.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Complete 2 <sup>nd</sup> stage design feasibility process and obtain planning approval for agreed scheme	Chris Worby (Development and Renewal)	31/03/2011	Overdue	20%	Deadline Revised: April 2011. Deadline revised due to delays caused by Poplar HARCA's initial unwillingness to accept Council's revised scheme proposals. Agreement now reached and work is being undertaken by the partnership to submit an outline planning application in Jan 2011.

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16. Engage in the Olympic Legacy Masterplan process to secure maximum benefits for Tower Hamlets	Nick Smales (Development and Renewal)	31/03/2011	On Target	25%	Negotiation and consultation on the Legacy Master Plan Framework.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Detailed response to Legacy and Overlay Planning Applications	Nick Smales (Development and Renewal)	31/01/2011	On Target	25%	
Endorsement of Olympic Legacy Strategic Planning Guidance (GLA)	Nick Smales (Development and Renewal)	31/12/2010	On Target	50%	GLA extended timetable to March 2010
Together with the 4 other host boroughs, secure funding and deliver a programme of Public Realm improvements in areas most affected by the Olympic development:	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	50%	Funding has been secured for High street 2012 and Highway projects. Design phase has been completed and projects are on target for delivery.
Design by September 2010	CLC	30/09/2010	Completed	100%	
Specification by December 2010	CLC	31/12/2010	On Target	50%	
Build commenced by March 2010	CLC	31/03/2011	On Target	0%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
17. Progress the Local Development Core Strategy Framework to drive the sustainable development of the Borough	Owen Whalley (Development and Renewal)	31/03/2011	Overdue	75%	Strong progress has been made progressing the LDF, with the Planning Inspectorate recently issuing their final notice (w/c 12/07/10) confirming our LDF Core Strategy to be "sound". The Core Strategy was adopted by full Council on September 15th 2010. There has been some re-programming of the LDF Development Plan Documents (DPD) due to resource constraints, staff resignations and resource prioritisation exercise. Agreed at Local Development Framework Board 30th September 2010. See below.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Develop the Fish Island Area Action Plan for consultation and options testing	Owen Whalley (Development and Renewal)	30/11/2010	Overdue	20%	Re-programmed - Fish Island Area Action Plan Options Consultation now to take place in April 2011 alongside the LDF DPDs. Process managed through the LDF Programme Board.
Develop a Development Management DPD for consultation on options testing	Owen Whalley (Development and Renewal)	31/05/2010	Overdue	20%	Re-programmed - DM DPD being managed through the LDF Programme Board. Timetable for DM DPD now on the same timeline as Site & Place Making DPD below. April 2011 options testing.
Develop a Site and Place Making DPD for consultation on options testing	Owen Whalley (Development and Renewal)	31/12/2010	Overdue	20%	Consultation will now take place in April 2011 - agreed at LDF Board.
Further develop, implement and monitor the Green Grid which identifies the required green open space and other related interventions for the borough	Owen Whalley (Development and Renewal)	31/05/2010	Completed	100%	Report finished and scheduled for Cabinet sign off in October 2010.
Council to adopt the Core Strategy	Owen Whalley (Development and Renewal)	30/09/2010	Completed	100%	Core Strategy adopted by full Council on 15 September.

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Review arrangements for managing and monitoring S106 resources	Owen Whalley (Development and Renewal)	31/03/2011	<b>On Target</b>	50%	A number of reviews and processes under way. An 18 month rolling programme will be in place by March 2011.
<b>Priority 2.2: Strengthen and connect communities</b>					
<b>Objectives:</b>					
<b>2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely</b>					
<b>2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated</b>					
<b>2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
18. Implement year 2 of the Sustainable Transport Strategy to improve the connections between communities	Owen Whalley (Development and Renewal)	31/12/2010	<b>On Target</b>	50%	The Council's Sustainable Transport Strategy action plan is being implemented by the development of the following plans: 1) LBTH Clear Zone Plan to improve air quality through reducing motor traffic levels in the west of the borough and the 3-year LBTH Local Implementation Plan 2 (LIP2).
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Develop the Local Implementation Plan for Transport 2011/15 to set out an action plan for all transport improvements in the borough as a basis for future funding bids	Owen Whalley (Development and Renewal)	31/12/2010	<b>On Target</b>	75%	Strategic Transport is developing the Sustainable Transport Strategy context and objectives chapters for inclusion in the 3-year LBTH LIP2 submission to TfL in December 2010. Whole LIP submitted by CLC.
Deliver first pilot Superhighway and central area Bike Hire scheme initial elements of the Mayor's Cycle Revolution	Jamie Blake (Communities, Localities and Culture)	31/07/2010	<b>Completed</b>	100%	
Implement Year 3 of the Council's Staff Travel Plan to reduce the impact of staff travel on the environment	Jamie Blake (Communities, Localities and Culture)	31/07/2010	<b>On Target</b>	50%	Ongoing activity to promote sustainable travel to work including, guided staff walks, additional cycle parking, lockers and shower facilities in buildings throughout the borough and travel information packs for new starters included in induction material.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
19. Use the Olympic and Paralympic Games to engage communities in cultural, sporting and celebratory events	Nick Smales / Heather Bonfield (D&R / CLC)	31/03/2011	<b>On Target</b>	95%	Innov8 2012 branded series of 20+ events (sports & culture) took place in Qtr 2. 1577 young people participated in the INNOV8 programme; 935 friends and family members attended events to support the young people participatin. All seven of the Olympic and Paralympics Values were demonstrated over the 6 week period. 21 Young people who have most emulated the Values have been nominated for the Values Awards Ceremony (celebration), taking place on 14 October.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Implement a community engagement programme along High Street 2012. Programme agreed and being implemented	Nick Smales (Development and Renewal)	30/06/2010	<b>Completed</b>	100%	Community engagement in relation to HS2012 Whitechapel public realm scheme underway, June 2010. Process for wider community engagement agreed with funders, June 2010.
Delivery of three High Street 2012 engagement schemes / activities completed	Nick Smales (Development and Renewal)	31/03/2011	<b>Completed</b>	100%	Guided walk (1) archaeological dig (2) and open-air temporary Museum (3) taking place October.
Implementation of the Personal Best Volunteering Programme ongoing – Programme Evaluation completed	Nick Smales (Development and Renewal)	30/11/2010	<b>Completed</b>	100%	Ongoing programme of delivery.

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Production of a business plan for Victoria Park as a live site in 2012 in consultation with GLA and LOCOG - first draft completed	Heather Bonfield (Communities, Localities and Culture)	31/10/2010	<b>Completed</b>	100%	
Participate in the 5 Borough Olympic Festival (Create '10')	Heather Bonfield (Communities, Localities and Culture)	31/07/2010	<b>Completed</b>	100%	
Support the development of the 5 Borough festival and street art project (lottery funded) with the appointment of an artistic director and production company	Heather Bonfield (Communities, Localities and Culture)	31/05/2010	<b>Completed</b>	100%	
Deliver the Paradise Gardens free community event	Heather Bonfield (Communities, Localities and Culture)	30/06/2010	<b>Completed</b>	100%	
Deliver an Olympic & Paralympic Sports Activities programme including: Paralympic Open Day by December 2010; Time to Shine in April & August 2010; Balfour Beatty London Youth Games, February – July 2010	Heather Bonfield (Communities, Localities and Culture)	31/12/2010	<b>On Target</b>	80%	



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Activity	Lead Officer	Deadline	Status	% Comp	Comments
20. Develop an Olympic Games Management Plan for the Public Realm and wider corporate impacts	Stephen Halsey (Communities, Localities and Culture)	31/03/2011	On Target	50%	Departmental Groups have been established and have successfully completed the planning phase. Implementation phase has begun in some areas and will be fully established within estimated timetable.
Milestone	Lead Officer	Deadline	Status	%	
Olympic Games Operations Group and Sub-groups fully operational	Stephen Halsey (Communities, Localities and Culture)	31/05/2010	Completed	100%	
Start of set up phase by April 2010 and planning phase	Stephen Halsey (Communities, Localities and Culture)	31/07/2010	Completed	100%	
Comprehensive management plan in place	Stephen Halsey (Communities, Localities and Culture)	31/03/2011	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
21. Deliver a Baishakhi Mela in Banglatown Brick Lane and develop a community management infrastructure to take it forward	Heather Bonfield (Communities, Localities and Culture)	23/05/2010	Completed	100%	2010 Mela successfully delivered with increased attendance and early planning for 2011 has begun. Await guidance from the Mayor on timetable to transfer management responsibility to the community.
Milestone	Lead Officer	Deadline	Status	%	Comments
Provide Mela stallholder training for a minimum of 50 local small businesses	Heather Bonfield (Communities, Localities and Culture)	30/04/2010	Completed	100%	
Recruitment and training of 24 young people and local people to be Mela stewards	Heather Bonfield (Communities, Localities and Culture)	30/04/2010	Completed	100%	
Ensure the following level of engagement and participation in the Mela parade: 5 schools (approx 150 children); 2 youth groups (minimum of 30 young people); 1 Bangladeshi cultural organisations (up to 15 adults)	Heather Bonfield (Communities, Localities and Culture)	23/05/2010	Completed	100%	
Deliver the Mela on 23 <sup>rd</sup> May 2010	Heather Bonfield (Communities, Localities and Culture)	23/05/2010	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
22. Provide more efficient and integrated universal services in partnership with key stakeholders	Andy Bamber (Communities, Localities and Culture)	30/09/2010	Completed	100%	The introduction of generic working by THEO's continues to develop and the wider integrated work is being developed by the localisation team. The First office will open in December. Joint deployment has been fully operational since April and continues to develop and now incorporates Arts and Events, Public Realm, Childrens services, Firebrigade and later this month NHT (Royal London Hosp).
Milestone	Lead Officer	Deadline	Status	%	
Implement a pilot generic working model facilitating local service delivery	Andy Bamber (Communities, Localities and Culture)	30/09/2010	Completed	100%	
Joint tasking process completed for ASB, crime and public realm activities	Andy Bamber (Communities, Localities and Culture)	30/09/2010	Completed	100%	
NHS Tower Hamlets and Youth Services engaged in joint tasking process	Andy Bamber (Communities, Localities and Culture)	30/09/2010	Completed	100%	
Partnership localisation development programme established by Localisation Board and approved by Transformation Board	Andy Bamber (Communities, Localities and Culture)	31/08/2010	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
23. Increase the number and diversity of events in parks and open spaces and indoor events for the benefit of the Borough's residents and visitors	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	On Target	50%	The number and range of events during the peak time of Summer 2010 was increased and further activities are planned for the remainder of the year.
Milestone	Lead Officer	Deadline	Status	%	
Support and deliver the annual programme of at least 85 festivals and events across the Borough	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	On Target	50%	
11 major festival days held in Victoria Park (including commercial music festivals, and community events such as the fireworks display)	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	On Target	50%	
Support between 35-40 community-based arts events through the events fund	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
24. Deliver the Local Implementation Plan to improve road safety	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	70%	Overall projects are progressing well and the effectiveness of this work is reflected in a continuing improvement in accident reduction.
Milestone	Lead Officer	Deadline	Status	%	
Implement 3 local safety schemes targeting accident hotspots by March 2011	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	25%	
Increase provision of School Crossing Patrol with 4 officers at priority school sites by September 2010	Jamie Blake (Communities, Localities and Culture)	30/09/2010	Completed	100%	
Establish a Junior Road Safety Officer scheme in 40 schools for the educational year 2010/11	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	60%	25 Schools are currently in the scheme. Achievement of the end of year target is dependant on the level of school engagement.
Deliver 3 joint enforcement activities with Met Police targeting key safety issues by March 2011	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	66%	

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Introduction of School Keep Clear Zig Zags at all primary schools in the borough by early September 2010	Jamie Blake (Communities, Localities and Culture)	30/09/2010	<b>Delayed</b>	70%	Finalisation of funding requirements and deliverability issues experienced during the school holidays have caused a delay; a revised programme of works will now ensure that works are completed by the end of the December.
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<b>Priority 2.3: Support vibrant town centres and a cleaner, safer public realm</b>					
<b>The Council's key agreed priority for this year is to improve cleanliness and quality of the public realm</b>					
<b>Objectives:</b>					
<b>2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation</b>					
<b>2.3.2 Supporting and improving open spaces</b>					
<b>2.3.3 Improving street lighting and reducing graffiti and litter</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
25. Implement a programme of open space improvements to deliver the objectives of the Open Spaces Strategy	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	75%	Victoria Park Master Plan is progressing to target and the construction tenders are within budget estimates, guaranteeing project completion. The Tree Management Plan's aims & objectives have been completed but final approval has been delayed whilst the project is finalised; completion is expected by the end of the financial year.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Progress development of the Victoria Park Masterplan with construction/Implementation Phase Year 1 beginning in September 2010 through to completion in March 2011	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	80%	
Tree Management Plan aims and objectives developed and approved by September 2010, including five-year tree planting programme.	Jamie Blake (Communities, Localities and Culture)	30/09/2010	<b>Delayed</b>	70%	The work programme was rescheduled to better manage in year pressures centred on the Victoria Master Plan; it is envisaged that this activity will now be concluded by the end of the financial year.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
26. Deliver a measurably cleaner, safer and more sustainable environment and implement the waste strategy and the partnership Public Realm Strategy	Jamie Blake (Communities, Localities and Culture)	30/11/2010	<b>Delayed</b>	90%	A considerable amount of work has been undertaken in the first half of the year to prepare for the future of the Service. Following the appointment of the new Mayor and subject to his final approval we will finalise the Public Realm action and initiate any associated procurement process for future service provision.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Review of Public Realm contracts to take a longer term and more efficient view of all current and proposed contract arrangements	Jamie Blake (Communities, Localities and Culture)	30/04/2010	<b>Completed</b>	100%	
Delivery the Public Realm Improvement Strategy	Jamie Blake (Communities, Localities and Culture)	30/11/2010	<b>On Target</b>	90%	
Re-drafted Waste Strategy consultation to be complete	Jamie Blake (Communities, Localities and Culture)	30/11/2010	<b>On Target</b>	90%	The Waste Strategy Consultation has been drafted and is now subject to the final approval from the new Mayor.
Recycling Action Plan 2010 to 2014 to be complete	Jamie Blake (Communities, Localities and Culture)	30/09/2010	<b>Delayed</b>	30%	2010/11 Action Plan completed. Work on next 3 years Recycling Action Plans cannot start until recycling targets have been identified and savings proposals implemented. Completion is expected by the end of the Financial Year.
OJEU Notice for long term Waste Treatment and Disposal Services to be issued	Jamie Blake (Communities, Localities and Culture)	30/11/2010	<b>Delayed</b>	50%	The feasibility work being undertaken by OPLC is now expected to report at the beginning of November. The site acquisition funding is still to be secured and is subject to consideration by the new Mayor.

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Draft an Anti-Defacement (graffiti and fly-posting) draft strategy	Jamie Blake (Communities, Localities and Culture)	31/08/2010	<b>Completed</b>	100%	
Separate strategies for reducing litter and fly-tipping drafted	Jamie Blake (Communities, Localities and Culture)	30/09/2010	<b>Completed</b>	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
27. Deliver Borough-wide Town Centre Strategy improvements	Owen Whalley (Development and Renewal)	31/03/2011	Completed	100%	Town Centre Spatial Strategy to be adopted by Cabinet in December 2010.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Public Realm Strategy delivered	Owen Whalley (Development and Renewal)	31/07/2010	Completed	100%	The Public Realm Strategy for Roman Road is now complete and is ready for implementation. CLC teams will be responsible for delivering the actions in this Strategy.
Roman Road Shop Front Improvement Programme: 4 shop fronts funded, December 2010; 8 funded by year end	Owen Whalley (Development and Renewal)	31/03/2011	Completed	100%	All planning applications have now been approved for all of the shop fronts earmarked for improvement in Phase 1. There are now 7 rather than 8, as 1 trader pulled out of the project due to lease expiration. Funding already allocated, awaiting invoices ready for payment.
Set up and maintain Cross Borough Town Centre Partnership, as a forum for information sharing and advice	Owen Whalley (Development and Renewal)	31/01/2011	Completed	100%	The Partnership has been set up and the first meeting in the programme has already taken place.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
28. Deliver the High Street 2012 public realm and historic building improvements along the A11 corridor.	Nick Smales (Development and Renewal)	31/03/2011	On Target	30%	Historic buildings cluster at Aldgate complete September 2010. Historic buildings cluster at Mile End Terrace on site October 2010. Planning application for Bow historic buildings cluster submitted June 2010 and detailed design underway for the Whitechapel historic buildings cluster. Detailed design currently underway for public realm schemes at Aldgate, Whitechapel, Mile End Waste and Mile End; works due to commence in January 2011.
Milestone	Lead Officer	Deadline	Status	%	Q1 Comments
Works complete on Aldgate Historic Buildings Cluster	Nick Smales (Development and Renewal)	31/12/2010	Completed	100%	Complete.
Design agreed for Whitechapel public realm improvement scheme	Nick Smales (Development and Renewal)	31/12/2010	On Target	0%	Future Action.
Works commence on Bow Historic Buildings cluster	Nick Smales (Development and Renewal)	31/03/2011	On Target	0%	Future Action.

<b>Priority 2.4: Improve the environment and tackle climate change</b>					
<b>Objectives:</b>					
<b>2.2.3 Reducing energy use and using more renewable energy sources</b>					
<b>2.2.4 Focusing on reusing wherever possible and recycling more</b>					
<b>2.2.5 Adapting our built environment to cope with the changing climate and weather patterns</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
29. Implement the Carbon Management Plan to reduce carbon emissions generated by the Council	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	50%	Grant approvals and spend are on track for a 100% spend at end of year.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Set up the Sustainability Sub Group and the Tower Hamlets Climate Change Alliance (THCCA) and form a partnership with all stakeholders to reduce per capita emissions in the Local Authority area	Jackie Odunoye (Development and Renewal)	30/06/2010	Completed	100%	The Sustainability Sub Group has been set up and includes key stakeholder members (i.e Canary Wharf Group, NHS, PCT, Veolia and Local University etc). The THCCA is in the process of being set up, membership to the THCCA will be open to all stakeholders (businesses and organisations) in the borough, a website is being set up where members will be encouraged to sign up to a commitment to reduce their organisation carbon emissions. The THCCA website will go live in August 10.
Identify carbon emissions reductions projects and fund to ensure the Council achieves the 25% carbon emissions reduction by 2012, the medium term target of 40% carbon emissions reduction by 2016 and the long term target of 60% carbon emissions reduction by 2020	Jackie Odunoye (Development and Renewal)	31/03/2011	On Target	25%	2009/10 Council CO2 emissions equates 38,021 tonnes, this is a 4.6% reduction on 2008/09 levels. The Council is going to pilot the LDA led Re:Fit programme, a carbon reduction scheme with guaranteed savings. The decentralised energy study will identify Combined Heat and Power opportunities in Council owned buildings.
Establish TH as an Electric Vehicle Borough by embedding into the LIP 2	Jackie Odunoye (Development and Renewal)	31/12/2010	On Target	50%	On course as part of the development of LIP2.
Undertake a risk based assessment (Local Climate Impacts Profile) of vulnerabilities to weather and climate, both now and in the future and identify priority risks to council services	Jackie Odunoye (Development and Renewal)	30/06/2010	Completed	100%	The risk-based assessment has been completed as part of a London-wide study led by London Councils. The sustainability team is now carrying out a more comprehensive risk based assessment. The comprehensive risk based assessment is to be completed by September 2010.
Implement the Local Biodiversity Action Plan (LBAP) to ensure the protection, conservation and enhancement of biodiversity in Tower Hamlets	Jackie Odunoye (Development and Renewal)	30/09/2010	Completed	100%	The biodiversity steering group (Tower Habitats) and Habitat Action Plan (HAP) leads meet regularly, the action plan has been uploaded on to the Biodiversity Action Reporting System (BARS). A qualified ecologist has been appointed to lead on biodiversity.
Removal of internal lights from non-statutory street lights: 50%	Jamie Blake (Communities, Localities and Culture)	31/03/2011	On Target	30%	Activity scheduled for the second half of the financial year.
Purchase of PECUARAY to measure energy consumption more accurately	Jamie Blake (Communities, Localities and Culture)	31/07/2010	Completed	100%	
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>



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30. Improve recycling rates through targeted communications and better working with Social Landlords and other partners	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	50%	On target to achieve activity - All actions to achieve this activity are progressing well.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Development of a partnership plan for the management and recycling of bulky waste	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	35%	Project plan is loaded towards the end of the financial year.
Delivery of at least 4 Bring Back Days	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	50%	
Deliver a minimum of one estate-based behaviour change programme	Jamie Blake (Communities, Localities and Culture)	30/12/2010	<b>On Target</b>	60%	
Commission environment outreach with the third sector, targeting behaviour change within hard-to-reach groups	Jamie Blake (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	40%	Project plan is loaded towards the end of the financial year.

<b>A Prosperous Community</b>					
<b>Priority 3.1: Support lifelong learning opportunities for all</b>					
<b>The Council's key agreed priority for this year is to raise GCSE results to be the best in the country</b>					
<b>Objectives:</b>					
<b>3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success</b>					
<b>3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential</b>					
<b>3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
31. Improve GCSE results to be the best in the country by implementing the priorities identified in the Children and Young People's Plan at both primary and secondary, with increased focus on raising aspirations and personalised learning and radically redesigning the way we support and improve our schools	Anne Canning (Children, Schools and Families)	30/11/2010	<b>Completed</b>	100%	Provisional Result - achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths is 51.3%. This is an increase of 5.5% points on last year's results and 1.5% points higher than last year's national result.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
School improvement framework consultation and revision in place	Anne Canning (Children, Schools and Families)	31/07/2010	<b>Completed</b>	100%	Milestone completed.
Implementation of 1:1 tuition across primary and secondary phase in place	Anne Canning (Children, Schools and Families)	31/10/2010	<b>Completed</b>	100%	Milestone completed.
School Improvement Partner monitoring focused on "narrowing the gap" in place	Anne Canning (Children, Schools and Families)	30/11/2010	<b>Completed</b>	100%	National indicators on narrowing the gap between vulnerable children and their peers e.g. FSM and non-FSM at different key stages are monitored vigorously and show we have narrowed the gap.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
32. Continue our programme of rebuilding or refurbishing all of our secondary schools, through the Building Schools for the Future programme	Ann Sutcliffe (Development and Renewal)	31/01/2011	<b>Delayed</b>	44%	Of the 18 sample and non-sample schemes in the BSF rebuild/refurbishment programme nine schemes are on-site and on programme.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
New project development for Batch 3 schools – Stepney Green, Central Foundation Girls School, Phoenix and Langdon Park started	Ann Sutcliffe (Development and Renewal)	30/04/2010	<b>Completed</b>	100%	Stage 2 Design commenced at CFGS/Phoenix/Stepney Green/Langdon Park.
Constructions starts at Raines, Harpley PRU, Swanlea and Bowden House	Ann Sutcliffe (Development and Renewal)	30/09/2010	<b>Delayed</b>	75%	Bowden House subject to planning appeal which if upheld will mean start on site in Q4. Slightly behind programme with Raines, Swanlea and Bowden House.
Contract close for Stepney Green, Central Foundation Girls School, Phoenix and Langdon Park by January 2010	Ann Sutcliffe (Development and Renewal)	31/01/2011	<b>On Target</b>	50%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
33. Upgrade our primary school estate through Primary Strategy for Change	Kate Bingham (Children, Schools and Families)	31/03/2011	Overdue	50%	Work to Canon Barnett could not start this Summer due to a review to reduce costs. To avoid the need for temporary accommodation, works will begin in April 2011, making best use of school holidays. They are due to complete by September 2011. Works to Stebon were also delayed in starting but will complete by June 2011.
Milestone	Lead Officer	Deadline	Status	%	
One scheme on site by April 2010	Kate Bingham (Children, Schools and Families)	30/04/2010	Completed	100%	Milestone completed.
Five schemes on site by July 2010	Kate Bingham (Children, Schools and Families)	31/07/2010	Completed	100%	Milestone completed.
Two schemes on site by October 2010	Kate Bingham (Children, Schools and Families)	31/10/2010	Overdue	50%	Work to Canon Barnett could not start this Summer due to a review to reduce costs. To avoid the need for temporary accommodation, works will begin in April 2011, making best use of school holidays and will be completed by September 2011. Works to Stebon have also been delayed due to a review to reduce costs.
Completion of 8 primary school refurbishment/upgrade projects by March 2011	Kate Bingham (Children, Schools and Families)	31/03/2011	Overdue	50%	Works to Canon Barnett will complete by September 2011, and works to Stebon are due to complete by June 2011.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
34. Expand parental engagement and learning programmes in secondary schools so that parents and carers get involved in supporting their children's learning, and learn with them	Anne Canning (Children, Schools and Families)	31/12/2010	On Target	75%	The three Parent Support Partners in secondary schools have enabled a range of parental engagement activities to be developed within schools. Programmes and activities include Parent Voice consultation, Parent Information Point transition sessions, curriculum workshops and targeted programmes for Somali parents, fathers and parents whose children have SEN. Schools are currently exploring options for sustaining posts beyond the pilot.
Milestone	Lead Officer	Deadline	Status	%	
Delivery of localised training for Parent Support Partners to establish parent forums/associations and build upon Parent Voice consultation and home-school communication strategies by June 2010	Anne Canning (Children, Schools and Families)	30/06/2010	Completed	100%	Completed but it is ongoing.
Development of secondary resources and delivery of two Family Social Emotional Aspects of Learning (SEAL) programmes per cluster by December 2010	Anne Canning (Children, Schools and Families)	31/12/2010	On Target	50%	Family SEAL is now being delivered in schools with positive feedback and the SEAL network continues to strengthen, lead schools are emerging and training opportunities are well attended. Partnership working with the Parental Engagement Team is also strong.
Delivery of Strengthening Families Strengthening Communities (SFSC) facilitator training course to build capacity within secondary schools to deliver SFSC training programmes by December 2010	Anne Canning (Children, Schools and Families)	31/12/2010	Completed	100%	

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Delivery of curriculum focused short course/workshop programmes focusing on children's learning and development	Anne Canning (Children, Schools and Families)		<b>Completed</b>	100%	Completed but it is ongoing.
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Activity	Lead Officer	Deadline	Status	% Comp	Comments
35. Commission an additional 190 entry level English as a Second Language places	Fiona Patterson / Heather Bonfield (Communities, Localities and Culture)	30/09/2010	Completed	100%	190 places have been filled and courses will be run until March 2011 at various locations across the Borough.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
118 learners complete ESOL courses	Fiona Patterson / Heather Bonfield (Communities, Localities and Culture)	31/08/2010	Completed	100%	
118 learners gain a qualification in ESOL	Fiona Patterson / Heather Bonfield (Communities, Localities and Culture)	31/08/2010	Completed	100%	
Course venues set up	Fiona Patterson / Heather Bonfield (Communities, Localities and Culture)	30/09/2010	Completed	100%	
72 Learners recruited	Fiona Patterson / Heather Bonfield (Communities, Localities and Culture)	30/09/2010	Completed	100%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
36. Ensure that all schools, colleges and work-based learning providers support learners to achieve the best they can	Anne Canning (Children, Schools and Families)	31/12/2010	On Target	75%	We are supporting learners through four key strands: early intervention to keep those at risk engaged in learning; a choice of learning pathways with flexible movement between tracks; joined up support to ensure personal choice; local leadership to secure an inclusive, efficient and improving offer.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	

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Implement a Work-Based Learning Improvement Plan and launch at least three new Foundation Learning Programmes	Anne Canning (Children, Schools and Families)	30/06/2010	<b>Completed</b>	100%	
Develop a 16-19 learning offer with more opportunities at Foundation and Level 2 and raise Level 2 achievement by 19 to at least 70% by summer 2010	Anne Canning (Children, Schools and Families)	31/03/2010	<b>On Target</b>	50%	Results not available until March 2011.
Improve Level 3 success across all providers and raise Level 3 achievement by 19 to 43% by summer 2010	Anne Canning (Children, Schools and Families)	31/03/2010	<b>On Target</b>	50%	Actions to raise attainment agreed with providers. Results not available until March 2011.
Raise participation in learning 16-19 to at least 93%	Anne Canning (Children, Schools and Families)	31/12/2010	<b>Completed</b>	100%	
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
37. Deliver the Year 2 action plan for the refreshed Idea Store Strategy to ensure greater library usage and improved access to information	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	75%	Watney Market Idea Store's planning application was submitted October 2010. Business Plan underway.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Complete a viability assessment on a potential Idea Store 'metro'	Heather Bonfield (Communities, Localities and Culture)	31/08/2010	<b>Completed</b>	100%	
Create a joint health-related programme (with the PCT) at Idea Stores	Heather Bonfield (Communities, Localities and Culture)	31/08/2010	<b>Completed</b>	100%	
Improved Health Information and Advice in all Idea Stores	Heather Bonfield (Communities, Localities and Culture)	31/03/2011	<b>On Target</b>	50%	
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
38. Extend the range of positive activities available outside of school hours and deliver highly effective Targeted Youth Support to help change the lives of our most disadvantaged young people	Mary Durkin (Children, Schools and Families)	31/03/2011	<b>On Target</b>	50%	The Positive Activities for Young People Programme is being successfully delivered throughout the year, delivering comprehensive programmes of activities in school holidays. 129 projects, delivered through 58 community organisations, ran across Easter and Summer. This included 11 girls projects and 14 SEN projects. 29 further projects will be delivered in October half term.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	

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40 programmes of positive activities to be delivered in each school holiday, April 2010 to February 2011	Mary Durkin (Children, Schools and Families)	28/02/2011	<b>On Target</b>	50%	
PAYP brochure to be produced and distributed to schools, key workers and referral agencies prior to each school holiday (four by December 2010; one by February 2011)	Mary Durkin (Children, Schools and Families)	28/02/2011	<b>On Target</b>	50%	
3,500 young people to participate in positive activities	Mary Durkin (Children, Schools and Families)	31/03/2011	<b>On Target</b>	50%	
Four Key Workers to provide targeted support to 1,000 young people providing them with one-to-one sessions and sign-posting	Mary Durkin (Children, Schools and Families)	31/03/2011	<b>On Target</b>	50%	

<b>Priority 3.2: Reduce worklessness</b>					
<b>The Council's key agreed priority for this year is to reduce levels of youth unemployment</b>					
<b>Objectives:</b>					
<b>3.2.1 Helping families escape poverty, by providing employment support and advice on debt management</b>					
<b>3.2.2 Identifying and removing barriers to employment for target groups</b>					
<b>3.2.3 Helping people to get employment by ensuring there is support and training before and after they get a job</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
39. Implement the action plan within the Employment Strategy to ensure that Tower Hamlets residents access new and existing jobs and thereby reduce the numbers of people on out of work benefits	Nick Smales (Development and Renewal)	31/03/2011	Completed	100%	Ongoing delivery of the LDA employability programme and the WNF programme of work led by the Council's Skillsmatch service which addresses the aspects of the employment strategy action plan in providing access to opportunity. This is alongside the development of an updated Employment strategy refresh which has been outlined to CMT group.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q1 Comments</b>
80 local residents placed into sustainable employment through the ESF programme to extend Single Points of Access delivery	Nick Smales (Development and Renewal)	31/10/2010	Completed	100%	To date 170 residents have been enrolled onto the ESF programme, of which 125 have secured jobs. From evidence received to date, 45 residents have been confirmed as sustained at 26 weeks with a further 32 pending evidence. Recent extension of the programme to Sept 2011 will aim to place at least 99 residents into sustained employment by this time.
50 parents placed into employment through the School Gates Employment Support Initiative	Nick Smales (Development and Renewal)	31/03/2011	Completed	100%	14 parents placed into employment upon completion of the parental engagement programme with evidence received. 6 parents have also secured work and pending evidence from employer and a further 10 parents have been assisted into employment by Job Centre Plus. A total of 30 parents benefiting from the School Gates Employment Partnership delivered by DSCF, Skillsmatch & JCP.
120 local residents completing the Skillsmatch Transitional Employment Programme	Nick Smales (Development and Renewal)	31/03/2011	Completed	100%	72 local residents enrolled onto Skillsmatch Transitional Programmes during the first 2 quarters of 2010/11.
40 graduate placements	Nick Smales (Development and Renewal)	31/10/2010	Completed	100%	40 graduate placements secured to date at various host companies such as Credit Suisse, Powerchex, Lloyds Registers, Financial Ombudsman and various departments within LBTH.
140 local residents trained in the security industry and achieving Security Industry Authority licence	Nick Smales (Development and Renewal)	31/03/2011	Completed	100%	72 residents trained in the Security Industry and set to achieve SIA license. The course incorporates a CSCS skills qualification.
As part of the wider local economic assessment, undertake a work & skills plan	Nick Smales (Development and Renewal)	31/10/2010	Completed	100%	LEA is being finalised at present which has in its draft form delivered extensive evidence of worklessness and structural unemployment including skills gaps. This draft document has informed the development of a refreshed Employment Strategy which will contain strategic objectives for delivery over the next 5 year period. Action plans will form part of this process.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
40. Build on our child poverty strategy to deliver services that really make a difference	Layla Richards (Children, Schools and Families)	31/12/2010	On Target	75%	The first stage of the pilot is complete with a needs assessment, consultation with families and service mapping exercise complete. This informed the development of five commissioning intentions with key stakeholders, each of which is now being progressed.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	



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Refresh of child poverty action plan by April 2010	Layla Richards (Children, Schools and Families)	30/04/2010	<b>Completed</b>	100%	
Complete commissioning plan arising from the strategic commissioning pilot to address gaps and identify options for service redesign by July 2010	Layla Richards (Children, Schools and Families)	31/07/2010	<b>Completed</b>	100%	Stage one of the pilot is complete with the strategy to be reviewed for implementation from April 2011.
Establish performance management arrangements for child poverty services by December 2010	Layla Richards (Children, Schools and Families)	31/12/2010	<b>On Target</b>	50%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
41. Increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems and those experiencing homelessness	Katharine Marks (Adults, Health & Wellbeing)	30/09/2011	Delayed	50%	<p>Most of the programmes to increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems were part of the Council's Working Neighbourhood Fund programme. Learning Disability employment projects are on target. Mental Health employment projects have struggled to achieve their WNF target although compared to neighbouring boroughs the projects are achieving well.</p> <p>Working Well Trust and the Tower Project will continue post-WNF. The Working Well Trust project however will be at a reduced service. The Directorate is also working with the Tower Project to find placements across the Council for people with disabilities.</p>
Milestone	Lead Officer	Deadline	Status	%	
Visit to Tower Project new premises by Corporate Director and Lead Member – August 2010	Katharine Marks (Adults, Health & Wellbeing)	31/08/2010	Delayed	50%	The Service Head for Commissioning and Strategy attended the Tower Project's open day. The Mayor/appropriate Lead Member will be invited to visit the Tower Project after the Mayoral election.
8 people with moderate to severe learning disabilities on the Poetry in Wood programme and 8 person centred plans completed, September 2010	Katharine Marks (Adults, Health & Wellbeing)	30/09/2010	On Target	95%	From previous monitoring returns it shows that this is on course to hit target. However, Q2 returns aren't due till the end of October.
115 people with disabilities receiving 6+ hours of support (information, advice or guidance, job search, mentoring or training) through the Tower Project, September 2010	Katharine Marks (Adults, Health & Wellbeing)	30/09/2010	On Target	95%	From previous monitoring returns it shows that this is on course to hit target. However, Q2 returns aren't due till the end of October.
154 people with mental health needs supported into employment and retaining their jobs beyond 13 weeks through the Working Well Trust, September 2010	Katharine Marks (Adults, Health & Wellbeing)	30/09/2010	Overdue	50%	The WNF Programme Board have accepted that this project will not hit target and have asked the organisation to produce an evaluation report, outlining lessons learned and recommendations. This project will not hit its targets by the end of this year but has met the LAA threshold.

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<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
42. Reduce levels of youth unemployment by agreeing a 14-19 sector pathway to employment with local employers, linked to all 14 Diploma lines of learning, and provide targeted learning programmes for each significant group of 14-18 learners at risk of becoming NEET	Anne Canning (Children, School & Families)	31/03/2011	<b>On Target</b>	50%	Agreement with FE providers for all 14 Diploma lines and we are continuing to reduce the number of young people NEET in line with our monthly targets - we are on track to achieve the 2010/11 annual target of 5.5%
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Launch a further four Diplomas in construction and the built environment, public services, retail and sports and active leisure, and recruit at least 100 learners by September 2010	Anne Canning (Children, School & Families)	30/09/2010	<b>Delayed</b>	50%	Difficulty in engaging with providers, however, we are currently working on producing a clear action pathway. We expect to achieve the target by the end of the year.
Increase the Apprenticeship opportunities available to under 19s and deliver at least 100 additional Apprenticeship starts by December 2010	Anne Canning (Children, School & Families)	31/12/2010	<b>On Target</b>	50%	
Reduce the number of young people NEET to less than 6% by March 2011	Anne Canning (Children, School & Families)	31/03/2011	<b>On Target</b>	75%	

<b>Priority 3.3: Foster enterprise</b>					
<b>Objectives:</b>					
<b>3.3.1 Providing incentives that encourage both business and social entrepreneurship</b>					
<b>3.3.2 Maximising the opportunities for local businesses to benefit from key growth sectors, and the Olympic / Paralympic Games</b>					
<b>3.3.3 Promoting local businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
43. Ensure the delivery of the Third Sector Strategy Action Plan 2010/11	Louise Russell (Chief Executives)	31/03/2011	<b>On Target</b>	75%	Key elements of the Third Sector Strategy have been implemented, the other parts are ongoing.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Comments</b>
Develop Action Plan regarding 3 <sup>rd</sup> sector premises needs, July 2010	Louise Russell (Chief Executives)	31/07/2010	<b>Delayed</b>	75%	The allocation process for selecting third sector organisations to house vacant Council properties has been drawn up and agreed. This will form part of the ongoing work to develop the Action Plan. Proposals for development of Third Sector Asset Plan to be discussed at meeting between the Asset Management Team and the Third Sector Team. Work is being undertaken on development of standard lease, once complete, this will also be part of the overall Action Plan.
Establish new CVS – SLA agreed, January 2011	Louise Russell (Chief Executives)	31/01/2011	<b>Completed</b>	100%	CVS incorporated and charitable status attained. CEO recruited and in post Draft public business plan developed for consultation Successful launch event held [around 300 attendees] Consultation on business plan commenced Service delivery plans in development SLA signed Recruitment for Development Officer and Information/Admin office commenced.
Review and commission Advice and CMF funding streams, March 2011	Louise Russell (Chief Executives)	31/03/2011	<b>Completed</b>	100%	Report prepared for Cabinet (October 2010). Agreement being sought to roll-over current advice service projects for a further year – to March 2012 – and then to re-commission for 3 years taking into consideration changing funding policy and arrangement of Community Legal Services. CMF commissioning process is recommended to be delayed by 3 months – to commence Jan 11 - in order to take into consideration the results of CSR and Council budget setting process.
Review community chest process and re-advertise by September 2010	Louise Russell (Chief Executives)	30/09/2010	<b>Completed</b>	100%	Due to extensive demand, the second round of the Community Chest resulted in the allocation of all remaining funds within the budget. There are therefore no funds to be allocated as part of a third round as originally planned.

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<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
44. Market Tower Hamlets as the key visitor destination for the Olympic Games and support venues and other suppliers to capitalise on this	Nick Smales (Development & Renewal)	31/03/2011	<b>On Target</b>	90%	This activity is ongoing.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Develop and implement consortium approach for smaller venues with LBTH as lead: Identify potential partners	Nick Smales (Development & Renewal)	31/05/2010	<b>Completed</b>	100%	Potential partners have been identified - and contacted.
Meet with 4 venues	Nick Smales (Development & Renewal)	30/06/2010	<b>Completed</b>	100%	To date we have met with Bow Arts Trust, Limehouse Town Hall, Rich Mix, Whitechapel Art Gallery and Ecology Building and plan to meet with Women Library and Kingsley Hall.
Offer venue training	Nick Smales (Development & Renewal)	30/09/2010	<b>Completed</b>	100%	Venue training invitations sent out end of July and again this month. Venue training day booked for 15th October 2010 . 8 venues signed up to date.
Sign up 3 venues to consortium	Nick Smales (Development & Renewal)	31/12/2010	<b>On Target</b>	40%	A draft agreement is currently with the Legal Department for comments. As a result of meeting the Rich Mix Centre and Whitechapel Art Gallery have signed up to the Council's website which promotes the use of facilities for business tourism as they felt that was more appropriate and was a better fit for their business model.
Work with ELBP and promote Compete For to local businesses to secure contracts for local enterprises - £3 million contacts through ELBP / Compete For by Tower Hamlets enterprises, March 2011	Nick Smales (Development & Renewal)	31/03/2011	<b>Completed</b>	100%	Contractual agreement with ELBP signed and monitoring processes in place to achieve target.

<b>A Safe and Supportive Community</b>					
<b>Priority 4.1: Empower older and vulnerable people and support families</b>					
<b>Objectives:</b>					
<b>4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community</b>					
<b>4.1.2 Protecting children from harm and neglect</b>					
<b>4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment</b>					
<b>4.1.4 Improving support for children and young people with disabilities and their families</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
45. Implement the Homelessness Strategy to further reduce the incidence of homelessness in the borough and improve support to individuals and families experiencing homelessness	Colin Cormack (Development & Renewal)	31/03/2011	<b>On Target</b>	50%	The Strategy is a 5 year commitment intent on identifying homeless prevention opportunities and support, particularly to vulnerable groups. Whilst there is no specific 2010/11 Action Plan, commitments in the previous 2 years have been successfully rolled forward, as evidenced by >1,000 homeless preventions and the continued drop in the number of households in temporary accommodation (1,774 as of 30/9/10 i.e. on target to achieve stated 1,00 by year's end).
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	<b>Q2 Comments</b>
Re establish the Homelessness Partnership Board, June 2010	Colin Cormack (Development & Renewal)	30/06/2010	<b>Delayed</b>	75%	Preliminary work to re-establish the Partnership Board has run into July and the prospect of achieving subsequent milestones on time will be impacted by this. Other work priorities resulted in this work being off target. Efforts are being applied now to address overall performance. Performance will get back on track to achieve the end year target.
Complete draft 3-year Action Plan, September 2010	Colin Cormack (Development & Renewal)	30/09/2010	<b>Delayed</b>	0%	Prospect is that this will slip by 3 months to calendar year's end in light of delays in re-organising HPB.
Establish governance and reporting arrangements into CPDG, March 2011	Colin Cormack (Development & Renewal)	31/03/2011	<b>On Target</b>	0%	With the intention to re-organise HPB before January 2011, there is every reason to believe this target will be achieved although specific target not yet reached
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
46. Improve support and information for carers across the whole of the Tower Hamlets Partnership	Deborah Cohen (Adults, Health & Wellbeing)	31/03/2011	<b>On Target</b>	50%	Work to improve awareness of the support available for carers is progressing well, in particular through the initiatives outlined below. There is work ongoing to work with professionals to ensure they know about support for carers. The Health Checks for Carers also provides a good opportunity to increase knowledge and awareness of carers services.  The Multi Agency Carers Strategy for Tower Hamlets is still being progressed by the Partnership.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Organise Carer's Week event at Russia Lane Day Centre, June 2010	Deborah Cohen (Adults, Health & Wellbeing)	30/06/2010	<b>Completed</b>	100%	This special event for carers took place in Carers Week.
Complete Carers Joint Strategic Needs Assessment, July 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	<b>Completed</b>	100%	JSNA for Carers has been completed and is being used to inform commissioning decisions.

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Lead Member to attend 'Healthchecks for Carers' service to promote initiative to both carers and GPs, September 2010	Deborah Cohen (Adults, Health & Wellbeing)	30/09/2010	<b>Delayed</b>	0%	The Mayor and appropriate Lead Member will be invited to meet the Health Checks for Carers project after the Mayoral Election.
Raise the profile of carers needs and issues in primary care by engaging with GP practices to develop and use carers registers, March 2011	Deborah Cohen (Adults, Health & Wellbeing)	31/03/2011	<b>On Target</b>	50%	Health Checks for Carers Project are working closely with Network Managers in engaging the practices to recognise and support carers
Deliver borough wide surgeries in partnership with health and the Carers Centre to help promote carers' awareness of local services through joint work with local carers' organisations and carers' groups, March 2011	Deborah Cohen (Adults, Health & Wellbeing)	31/03/2011	<b>On Target</b>	50%	Regular surgeries have taken place in 2 IDEA Stores.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
47. Deliver the Transforming Social Care programme putting people who use services in control of their own care	Helen Taylor (Adults, Health & Wellbeing)	31/03/2011	On Target	50%	There is a lot of activity progressing the Transforming Social Care Programme within the Directorate. Where progress is behind where we'd planned, there is significant management focus on mitigating risks associated with this. The Programme is governed by the Directorate's Programme Board and issues and risks escalated as necessary.
Milestone	Lead Officer	Deadline	Status	%	
Resource Allocation System (RAS) "Task force" and 210 self directed assessments completed, June 2010	Helen Taylor (Adults, Health & Wellbeing)	30/06/2010	Delayed	70%	149 Self-Directed Assessments have been completed and there are a further 108 in progress. There is a mitigation plan in progress and targets will be achieved by the end of the financial year.
Implement communication plan including a statement of purpose to the workforce, June 2010	Helen Taylor (Adults, Health & Wellbeing)	30/06/2010	Completed	100%	Complete. Ongoing communications is an important element of the programme and a plan is in place.
30% of eligible service users/carers have personal budgets, March 2011	Helen Taylor (Adults, Health & Wellbeing)	31/03/2011	On Target	50%	The impact of the delay in the number of SDAs completed does risk this milestone. It will be challenging to achieve this but there is a high degree of management focus on this milestone.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
48. Develop strategy to create/improve universal information and advice services inline with Putting People First	Helen Taylor (Adults, Health & Wellbeing)	31/10/2010	On Target	75%	This activity is on target. The Community Catalogue that is being developed will enable both phone and web access to information.
Milestone	Lead Officer	Deadline	Status	%	
Finalise Target Operating Model including organisational structure and financial aspects, June 2010	Helen Taylor (Adults, Health & Wellbeing)	30/06/2010	Completed	100%	The Target Operating Model was finalised. However, it is currently under review as a result of the Corporate Transformation Programme.
Arrangements in place for universal access to information and advice, October 2010	Helen Taylor (Adults, Health & Wellbeing)	31/10/2010	On Target	50%	Implementing the Community Catalogue by the end of October will enable both phone and web access.



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Activity	Lead Officer	Deadline	Status	% Comp	Comments
49. Deliver a compatible and jointly developed model of service provision across health and social care	John Roog (Adults, Health & Wellbeing)	31/03/2011	Overdue	25%	<p>The impact of the NHS White Paper and the decision that the PCT will not be a directly providing organisation means that the future of our commissioning and community health services colleagues are under review. This severely restricts our ability to develop detailed joint arrangements.</p> <p>However, we continue to work on the development of our communication infrastructure to improve joint working. For example through:</p> <ul style="list-style-type: none"> <li>- Working in joint forums</li> <li>- Multi disciplinary team pilots with primary care networks</li> <li>- Joint ICT arrangements.</li> </ul> <p>The Directorate's focus is on Transforming Adult Social Care and we are working to involve health colleagues appropriately in this transformation.</p> <p>The below milestones are all categorised as "red" for these reasons.</p>
Milestone	Lead Officer	Deadline	Status	%	
Jointly agreed models for access to health and social care services, September 2010	John Roog (Adults, Health & Wellbeing)	30/09/2010	Overdue	25%	As above.
Jointly agreed models for early intervention, prevention and short term intensive support, October 2010	John Roog (Adults, Health & Wellbeing)	31/10/2010	Overdue	25%	As above.
Incorporation of intermediate care into integrated models, March 2011	John Roog (Adults, Health & Wellbeing)	31/03/2011	Overdue	25%	As above.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
50. Continue to develop joint and lead commissioning arrangements for adult services across health and social care	Deborah Cohen (Adults, Health & Wellbeing)	31/12/2010	On Target	75%	The Integrated Commissioning Executive regularly meets. The implications of the NHS White Paper are being worked through with health colleagues.
Milestone	Lead Officer	Deadline	Status	%	
Agree work programme for the Integrated Commissioning Executive, May 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/05/2010	Completed	100%	The work programme for the Integrated Commissioning Executive has been developed and the group are working towards this.
Complete first draft of the joint Prevention and Early Intervention Strategy, September 2010	Deborah Cohen (Adults, Health & Wellbeing)	30/09/2010	Delayed	50%	Work on the Prevention and Early Intervention Strategy (alongside Information and advice, and Advocacy) is on track to inform the market development and commissioning intentions workstream of Transformation, and is being developed in partnership with the PCT. This work will be completed by the end of the financial year to inform the wider commissioning intentions for the Directorate.
Based on the Joint Strategic Needs Assessment completed in 09/10, refresh the commissioning framework for Learning Disabilities, December 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/12/2010	On Target	50%	Learning Disability JSNA now complete for this financial year and is available to inform commissioning and the commissioning intentions for Adult Social Care are being developed as part of the Transformation Agenda.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
51. Further strengthen arrangements across the Council and the Partnership to protect vulnerable adults from abuse, harm and neglect	Katharine Marks (Adults, Health & Wellbeing)	31/01/2011	On Target	75%	Work to strengthen arrangements across the Council and the Partnership to protect vulnerable adults from abuse, harm and neglect is ongoing and progressing well.
Milestone	Lead Officer	Deadline	Status	%	
Organise awareness raising event centred around World Elder Abuse Day, June 2010	Katharine Marks (Adults, Health & Wellbeing)	30/06/2010	Completed	100%	This took place at Toynbee Hall.
Appoint independent chair for Safeguarding Adults Board, August 2010	Katharine Marks (Adults, Health & Wellbeing)	31/08/2010	Completed	100%	Complete. Ongoing communications is an important element of the programme and a plan is in place.
Prioritise groups of staff beyond health and social care in need of training in safeguarding, and arrange programmes of training for them, September 2010	Katharine Marks (Adults, Health & Wellbeing)	30/09/2010	Completed	100%	This has been ongoing since April 2010, and has taken place mainly through cascade training -- Transport, Tower Hamlets Homes. Community Safety and Community Alarm have received direct training via L&D.
Develop and promote workforce competencies for safeguarding to support continuing professional development and help planning training, January 2011	Katharine Marks (Adults, Health & Wellbeing)	31/01/2011	On Target	75%	Competencies have been agreed and were signed off by the Safeguarding Adults Board in September 2010.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
52. Deliver a range of targeted programmes of improvement to private sector housing stock that support vulnerable households to live independently, safely, securely and free from fuel poverty	Jackie Odunoye (Development & Renewal)	31/03/2011	On Target	50%	Grant approvals and spend are on track for a 100% spend at end of year.
Milestone	Lead Officer	Deadline	Status	%	Q2 Comments
Review the Private Sector Renewal and Empty Property Strategy by December 2010	Jackie Odunoye (Development & Renewal)	31/12/2010	On Target	0%	Review of existing strategy will be based on data obtained from a Private Sector Stock condition survey which is currently out to tender.
Work with the East London Renewal Partnership to ensure that LBTH maximises all available sub-regional resources March 2011	Jackie Odunoye (Development & Renewal)	31/03/2011	On Target	50%	Claims to ELRP are made on a regular basis and are on target.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
53. Implement the actions in our Children and Young People's Plan to improve access to care for children with disabilities through a coordinated, multi-agency approach	Helen Lincoln (Children, Schools & Families)	30/09/2010	Delayed	90%	Whilst the short breaks criteria has been published and uptake of short breaks has increased, there have been some delays. Problems with the building contractor meant that the overnight provision is not yet open, and the review of the care pathways is ongoing, see below. Provision of short breaks is on target though. Objectives will be met by year end.
Milestone	Lead Officer	Deadline	Status	%	

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Publish eligibility criteria and local offer for short breaks by June 2010	Helen Lincoln (Children, Schools & Families)	30/06/2010	Completed	100%	
Disabled children and parents/carers to be involved in commissioning over night short breaks contract by September 2010	Helen Lincoln (Children, Schools & Families)	30/09/2010	Completed	100%	
Impact of Care Pathways to be reviewed by September 2010	Helen Lincoln (Children, Schools & Families)	30/09/2010	Delayed	70%	A survey has been done but the case audit is still ongoing. There are some issues with the ASD and ADHD pathways. The ASD Team is not funded to the same extent as other services, such as the CDT team. Team are looking at how to improve their capacity under a virtual team model.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
54. Improve options and opportunities for older people	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	Completed	100%	All of the below actions have been completed.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Opening events for several new Lunch Clubs June/July 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	Completed	100%	None of the new ADP lunch clubs have held opening events but they have publicised their services at LinkAge Plus events and through East End Life.
Spring into Summer event for Older People July, 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	Completed	100%	This event was attended by almost 200 older people. It was a celebration of later life with a number of exciting activities. Held at Bishop Challoner School, the event promoted intergenerational working.
Improving quality of life in retirement; LinkAge Plus running 4 programmes at the Sundial Centre and Whitechapel Idea Store June/July 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	Completed	100%	Retire Ready was a pre-pilot pilot organised by CLG in partnership with LinkAge Plus and the Council. Low response meant some sessions were cancelled.

<b>Priority 4.2: Tackle and prevent crime</b>					
<b>The Council's key agreed priority for this year is tackling anti-social behaviour and crime</b>					
<b>Objectives:</b>					
<b>4.2.1 Reducing crime and promoting successes effectively to reduce fear of crime</b>					
<b>4.2.2 Reducing re-offending through holistic intervention with all who become involved with the criminal justice system</b>					
<b>4.2.3 Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
55. Further develop more community-oriented and localised services and integrate new models of enforcement to improve public confidence in the Council and Police response to anti-social behaviour and crime	Andy Bamber (Communities, Localities & Culture)	30/09/2010	Delayed	90%	See comments below.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Joint tasking process completed for ASB, crime and public realm activities by September 2010	Andy Bamber (Communities, Localities & Culture)	30/09/2010	Completed	100%	
Introduce localised TH enforcement officers into paired LAPs 1&2 by April 2010	Andy Bamber (Communities, Localities & Culture)	30/04/2010	Delayed	90%	The localisation programme was reprioritised in the work programme and this activity is now scheduled for completion in December 2010.
Implement the You Decide!-purchased projects around localised enforcement in the LAPs by June 2010	Andy Bamber (Communities, Localities & Culture)	30/06/2010	Completed	100%	
Produce localised analytical products (e.g. ASB and environmental crime density mapping) for local enforcement by June 2010	Andy Bamber (Communities, Localities & Culture)	30/06/2010	Completed	100%	
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
56. Develop our Reducing Re-offending Programme	Andy Bamber (Communities, Localities & Culture)	30/06/2010	Completed	100%	The re-offending programme was funded through WNF. There was little scope to mainstream the work and as a consequence the programme has come to an end. Some small elements are receiving support from the DIP main grant (prison exit team) but the main thrust of the programme has been completed.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Create an integrated offender management board to strategically oversee the integrated programme by May 2010 which will generate objectives for the forthcoming year	Andy Bamber (Communities, Localities & Culture)	31/05/2010	Completed	100%	
Develop and introduce a programme to manage individuals who are subject to anti-social behaviour orders by June 2010	Andy Bamber (Communities, Localities & Culture)	30/06/2010	Completed	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
57. Develop a more strategic approach to violence against women and girls in line with the new national strategy	Andy Bamber (Communities, Localities & Culture)	31/12/2011	On Target	75%	Six consultation events have taken place. Further work includes engagement with service providers and work with Children, schools and families.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Create a strategic group to develop the strategy and oversee implementation by June 2010	Andy Bamber (Communities, Localities & Culture)	30/06/2010	Completed	100%	
Launch the new strategy by December 2010	Andy Bamber (Communities, Localities & Culture)	31/12/2011	On Target	75%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
58. Improve the provision of positive diversionary activities, restorative justice and information, advice and guidance to reduce youth offending	Mary Durkin (Children, Schools & Families)	31/08/2010	Completed	100%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
PAYP funding allocated to the Youth Offending Team to deliver diversionary activities starting April 2010	Mary Durkin (Children, Schools & Families)	31/04/10	Completed	100%	The Met-Track Project is an intelligence led, partnership approach, between youth engagement workers and Youth Offending Team. Some young people attend sessions as part of their supervision order, and others as part of case disposal away from Court. The project offers structured sports programme in athletics and fitness training, particularly focus is also given to alternative pathways leading to positive lifestyles which deter anti-social behaviour.
Rapid Response Team to provide early intervention and prevention through conflict resolution and mediation starting April 2010	Mary Durkin (Children, Schools & Families)	31/04/10	Completed	100%	
IAG and New Start Personal Advisers employed to provide advice, counselling, information and sign-posting to young offenders by August 2010	Mary Durkin (Children, Schools & Families)	31/08/2010	Completed	100%	A Connexions Personal Advisor is based within the Youth Offending Service.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
59. Develop a drug intervention and enforcement strategy	Andy Bamber (Communities, Localities & Culture)	31/03/2011	On Target	75%	The Government will be launching their new Drug strategy in December and we are waiting for its publication.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	

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Deliver 3 Drug Awareness Campaign weeks by August 2010	Andy Bamber (Communities, Localities & Culture)	31/08/2010	<b>Delayed</b>	40%	All 3 campaigns were organised by August; 1 was delivered and two planned for during the year. The 1st Drug Awareness Week campaign was delivered during 26th to 30th July 2010 with a total of 18 separate activities directly reaching in excess of 1050 people with further approximately 15,000 through East End Life. The next campaign will coincide with a National Alcohol Awareness Week 18th to 24th October - in Quarter 3. The 3rd of the drug awareness week campaign will focus on Drug Enforcement and is scheduled to take place in January 2011 - date to be agreed by Police.
Deliver 3 targeted operations by THEOs for drug-related anti-social behaviour by September 2010	Andy Bamber (Communities, Localities & Culture)	30/09/2010	<b>Completed</b>	100%	
Integrate the Drug Interventions Programme into the wider Offender Management model in order to reduce reoffending and manage breaches by May 2010	Andy Bamber (Communities, Localities & Culture)	31/04/10	<b>Completed</b>	100%	
Deliver the Dealer-A-Day initiative throughout 2010/11	Andy Bamber (Communities, Localities & Culture)	31/03/2011	<b>On Target</b>	50%	Currently 234 and exceeding the target.

<b>Priority 4.3: Focus on early intervention</b>					
<b>Objectives:</b>					
<b>4.3.1 Improving parental engagement and support</b>					
<b>4.3.2 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age</b>					
<b>4.3.3 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
60. Improve access to preventative services for vulnerable adults, reducing use of institutional care and reliance on care managed services	Helen Taylor (Adults, Health & Wellbeing)	31/03/2011	On Target	50%	This is one of the key strands of the Transforming Adult Social Care that the Directorate is working hard to implement.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Launch Disabilities Transition Team for young people with disabilities as they become adults, July 2010	Helen Taylor (Adults, Health & Wellbeing)	31/07/2010	Delayed	75%	A dedicated multi-disciplinary transitions team within the learning disability service has been set up. This team have been operational since January 2010.  In April 2011 there are plans for the team to develop into a Disabilities Transitions Team with the addition of a physical disabilities social worker.
Present evaluation of the full homecare reablement service at August 2010	Helen Taylor (Adults, Health & Wellbeing)	31/08/2010	Completed	100%	
Publish report and launch DVD to improve access to health services for people with learning disabilities, September 2010	Helen Taylor (Adults, Health & Wellbeing)	30/09/2010	Completed	100%	The Six Lives report was presented to Health Scrutiny Panel in July. The approach used by the Council has been recognised as good practice.
Promote new extra care sheltered housing scheme, September 2010	Helen Taylor (Adults, Health & Wellbeing)	30/09/2010	Completed	100%	The building will start shortly at the St Thomas site after a short delay due to decant. Shipton Street, a site identified to provide ECSH for people living with dementia, has received HCA funding. The Council are preparing to tender for the care provider currently subject to final go ahead from the Competition Board.
Processes are in place to monitor across the whole system the impact of the shift in investment towards preventative and enabling services, March 2011	Helen Taylor (Adults, Health & Wellbeing)	31/03/2011	On Target	75%	This activity is on track. CMT endorsement of the Market Development Strategy in October 2010.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
61. Continue to deliver CYPP actions to support parents and families to provide a safe environment and develop a Family Wellbeing Model, which gives a clear and swift pathway from identifying an issue to effective action	Helen Lincoln (Children, Schools & Families)	31/03/2011	On Target	75%	The Family Wellbeing Model has been launched, service redesign is underway and evaluation of the first six months is planned
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Family Wellbeing Model agreed by Children and Families' Trust by April 2010	Helen Lincoln (Children, Schools & Families)	31/04/10	Completed	100%	
Ongoing training for practitioners, April – December 2010	Helen Lincoln (Children, Schools & Families)	31/12/2010	Completed	100%	

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Evaluation of first six months by October 2010	Helen Lincoln (Children, Schools & Families)	31/10/2010	<b>Delayed</b>	50%	This will take place in February once the model has been in place for six months
With the Children and Families' Trust partners respond commensurately and timely to the Laming recommendations	Helen Lincoln (Children, Schools & Families)	31/03/2011	<b>Completed</b>	100%	



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Activity	Lead Officer	Deadline	Status	% Comp	Comments
62. Develop Children's Centres to increase the engagement of families with children under the age of three so that more families are involved in activities that support their child's development	Anne Canning (Children, Schools & Families)	30/11/2010	Overdue	30%	Child Development Grants have been discontinued. We were advised by the DfE in July to cease all recruitment with immediate effect. We continue to engage parents through our 23 children's centres, which offer a range of services, including targeted family support and outreach work.
Milestone	Lead Officer	Deadline	Status	%	
14 additional families across the 21 Children's Centres to access Child Development Grants by July 2010	Anne Canning (Children, Schools & Families)	31/07/2010	Completed	100%	
A further 14 families to be accessing Child Development Grants by September 2010	Anne Canning (Children, Schools & Families)	30/09/2010	Overdue	0%	Child Development Grants have been discontinued. We were advised by the DfE in July to cease all recruitment with immediate effect.
1,176 families in 21 Children's Centres to have accessed Child Development Grants by November 2010	Anne Canning (Children, Schools & Families)	30/11/2010	Overdue	0%	Child Development Grants have been discontinued. We were advised by the DfE in July to cease all recruitment with immediate effect.

**A Healthy Community**

**Priority 5.1: Reduce differences in people's health and promote healthy lifestyles**

**Objectives:**

**5.1.1 Reduce the use of tobacco**

**5.1.2 Reducing rates of diabetes, high blood pressure and cholesterol**

**5.1.3 Slow down the increase in obesity**

**5.1.4 Improving sexual health**

Activity	Lead Officer	Deadline	Status	% Comp	Comments
63. Implement the Years 1-3 actions set out in the Leisure Centre Strategy to increase leisure centre use and promote healthy lifestyle activities	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	75%	A market test for the development of Poplar Baths is being commissioned.
Milestone	Lead Officer	Deadline	Status	%	
Develop outline proposals to improve St George's Pool and John Orwell Leisure Centre by December 2010	Heather Bonfield (Communities, Localities & Culture)	31/12/2010	Completed	100%	Completed and report going to LAB in November.
Deliver an Olympic & Paralympic Sports Activities programme March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
64. Deliver a targeted programme to increase the number of people taking regular physical activity	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	Get Active and Young@Heart Programmes delivered targeting adults and people over 50. Get Active launched at Langdon Park in October with approximately 200 people registering to take part in the programme at the launch event.
Milestone	Lead Officer	Deadline	Status	%	
Achieve at least 1,700,000 of leisure centre visits by March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	932,889 visits recorded at September 2010.
Achieve at least 500,000 under-16 leisure centre visits by March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	242,519 visits recorded at September 2010.
Produce a draft Sport & Physical Activity Strategy by March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	
Deliver range of active travel projects to get more residents cycling and walking more often, including a weekly Health Walks programme and cycle training initiatives for over 500 adults and 2,000 children by March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	50%	
Implement year 2 of the Parks Outreach Programme by holding 14 physical activity events in parks & open spaces by March 2011	Heather Bonfield (Communities, Localities & Culture)	31/03/2011	On Target	70%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
65. Continue to deliver ASPIRE to target the most vulnerable young women at risk of becoming pregnant	Mary Durkin (Children, Schools & Families)	31/03/2011	On Target	70%	3 ASPIRE programmes have been delivered so far. 30 young people have been recruited to the current programme, which includes workshops and 1 to 1 sessions.
Milestone	Lead Officer	Deadline	Status	%	
Secure funding for 2010-11 ASPIRE programme by April 2010	Mary Durkin (Children, Schools & Families)	31/04/10	Completed	100%	
Identify ASPIRE cohorts of 25 with Educational Welfare Officers by May, August, October 2010 and January 2011	Mary Durkin (Children, Schools & Families)	31/01/2011	On Target	50%	

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End of year evaluation of programme in March 2011	Mary Durkin (Children, Schools & Families)	31/03/2011	<b>On Target</b>	0%	
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
66. Support children and families in achieving and maintaining a healthy weight, including improving access to weight management services, healthier food choices and opportunities for physical activity	Mary Durkin (Children, Schools & Families)	31/12/2010	<b>On Target</b>	70%	This work is ongoing, whilst the changes to the weight management programmes have yet to be implemented, they will be complete by the end of the year.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Implementation of recommendations from evaluation of childhood weight management services by September 2010	Mary Durkin (Children, Schools & Families)	30/09/2010	<b>Delayed</b>	50%	This work is being led by NHS Tower Hamlets and is ongoing. Any changes have yet to be implemented but work is ongoing to review and clarify referral criteria for each programme and reduce duplication. Any changes will be implemented by the end of the year.
Completion of pilot locality multi-agency workshop with school clusters to improve coordination of school based interventions by May 2010 with roll-out across the borough by December 2010	Mary Durkin (Children, Schools & Families)	31/12/2010	<b>On Target</b>	50%	These workshops are being led by NHS Tower Hamlets. One took place in LAP 7 earlier this year. There was good feedback but was poorly attended so it has been decided not to continue with these.
Final reports on 2009/10 pupil led projects and evaluation plan for ongoing pupil participation by September 2010	Mary Durkin (Children, Schools & Families)	30/09/2010	<b>Completed</b>	100%	

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
67. In partnership with NHS Tower Hamlets, deliver the LAA priority to reduce tobacco use in the Borough	Bryan Jones (Communities Localities and Culture)	31/03/2011	On Target	75%	On target to achieve activity - all actions to achieve this activity are progressing ahead of schedule.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Produce Tower Hamlets Tobacco Control Alliance Action Plan 2010/11 by April 2010	Bryan Jones (Communities Localities and Culture)	30/04/2010	Completed	100%	
Achieve a target of 1,061 per 100,000 population (NI 123 - Over 16s stopped smoking) by March 2011	Bryan Jones (Communities Localities and Culture)	31/03/2011	On Target	50%	Performance ahead of trajectory [NHS Tower Hamlets]
30 Tower Hamlets businesses gain the Smoke Free Award by March 2011	Bryan Jones (Communities Localities and Culture)	31/03/2011	On Target	73%	22 Awards achieved to date.
130 underage test purchases carried out by March 2011	Bryan Jones (Communities Localities and Culture)	31/03/2011	On Target	83%	83 underage test purchases undertaken to date.
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
68. Deliver the Healthy Borough Programme	Helen Taylor (Adults, Health & Wellbeing)	31/10/2010	On Target	90%	This activity is on target to complete by the deadline set.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Launch of Healthy Summer Programme, June 2010	Helen Taylor (Adults, Health & Wellbeing)	30/06/2010	Completed	100%	The programme had to be scaled back due to funding uncertainties between April and July but a number of events were supported including Healthy Borough presence at the Baishaki Mela family zone in Allen Gardens and Paradise Gardens at Victoria Park. Park based events were held during the National Family Week at the end of May and during the summer holidays. The SNT football tournament for under 16s was also sponsored. In addition there was a major communications campaign between July-August including lamppost banners, billboards and bus super sides.
Launch event for Walk4Life Mile in Mile End Park, July 2010	Helen Taylor (Adults, Health & Wellbeing)	31/07/2010	Delayed	90%	This has been delayed by technical issues as well as the need to tie in with the Walk England national launch of Walk4Life programme which has just happened (25th May). We are now ready to launch and are looking at a soft launch date in the w/b 11 October - possibly the 13th October.
Exhibit photos and produce from the Community food growing programme, October 2010	Helen Taylor (Adults, Health & Wellbeing)	31/10/2010	Completed	100%	The community food growing programme was launched in May and a networking event was held on 16th September. We are formally launching the food growing network in partnership with Women's Environmental Network in early November and will use the photo exhibition then. It will also be taken around the borough by WEN as part of their work to promote food growing. We are also considering taking the exhibition to Idea Store and possibly Mulberry Place lobby.

<b>Priority 5.2: Support mental health services to improve mental health</b>					
<b>Objectives:</b>					
<b>5.2.1 Providing high-quality accessible services</b>					
<b>5.2.2 Combating discrimination against individuals and groups with mental health problems</b>					
<b>5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs</b>					
<b>Activity</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
69. Develop safe and seamless mental health services that empower users and promote recovery and citizenship	Katharine Marks (Adults, Health & Wellbeing)	31/10/2010	<b>On Target</b>	75%	Safeguarding referrals have increased. Personalised support planning is being rolled out across mental health and a project group established to develop this work.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>%</b>	
Hold workshop on personal budgets for service users and third sector organisations, September 2010	Katharine Marks (Adults, Health & Wellbeing)	30/09/2010	<b>Completed</b>	100%	14 service user/carer forums have been attended to discuss Personal Budgets. The Personalisation Provider Forum and other relevant provider forums continue to meet on a regular basis to discuss TASC and Personal Budgets.
Work with the East London NHS Foundation Trust and PCT commissioners to identify opportunities to reduce the reliance on institutional care for people with mental health problems (link to PSA 16), October 2010	Katharine Marks (Adults, Health & Wellbeing)	31/10/2010	<b>On Target</b>	50%	This is ongoing.

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Activity	Lead Officer	Deadline	Status	% Comp	Comments
70. Review and improve all our services to support young people's emotional health and wellbeing	Mary Durkin (Children, Schools & Families)	31/03/2011	On Target	80%	A needs analysis has been completed and the Emotional Health and Wellbeing Plan refreshed. We've developed a new service delivery model for CAMHS, which we've shared with the East London Foundation Trust, and they are now working to reconfigure they're services in line with the proposed delivery model.
Milestone	Lead Officer	Deadline	Status	%	
Complete analysis of need by April 2010	Mary Durkin (Children, Schools & Families)	30/04/2010	Completed	100%	
Refresh the Emotional Health and Wellbeing Plan by April 2010	Mary Durkin (Children, Schools & Families)	30/04/2010	Completed	100%	
Implement the findings of the service review by March 2011	Mary Durkin (Children, Schools & Families)	31/03/2011	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
71. Improve the range of services available for those with Dementia in line with the National Strategy, focussing on raising awareness, early diagnosis and living well with Dementia.	Deborah Cohen (Adults, Health & Wellbeing)	31/03/2011	On Target	75%	This work is ongoing and there are plans to convene a Dementia Strategy Implementation Group with accountability to the Older People's Partnership Board to oversee the work.
Milestone	Lead Officer	Deadline	Status	%	
New strategy and commissioning intentions complete, July 2010	Deborah Cohen (Adults, Health & Wellbeing)	31/07/2010	Completed	100%	Improving outcomes for people with dementia and their carers is a key 2010/11 priority for NHS Tower Hamlets and the London Borough of Tower Hamlets. The Partnership's specific commissioning intentions are detailed in the Commissioning Strategy for People with Dementia and their Carers, which was published on the NHS Tower Hamlets website in July 2010.  ( <a href="http://www.towerhamlets.nhs.uk/publications/corporate-publications/">http://www.towerhamlets.nhs.uk/publications/corporate-publications/</a> ).
New service model in place, March 2011	Deborah Cohen (Adults, Health & Wellbeing)	31/03/2011	On Target	50%	Progress in delivering against the Commissioning Strategy is being monitored through an action plan. Most notably, NHS Tower Hamlets has recently agreed significant new investment into a new Memory Service in Tower Hamlets. The new Memory Service will be in place for 1/1/11 and will be provided by East London NHS Foundation Trust. The contract variation has been issued.  In order to ensure that the Partnership is delivering the Commissioning Strategy effectively, and to consider the implications of the new Coalition government guidance, there are plans to convene a Dementia Strategy Implementation Group, with accountability to the Older People's Partnership Board.